

From: Cristián José Ortega Acevedo [REDACTED]

Date: Monday, 7 January 2019 at 11:55

To: "Masri, Mazen" [REDACTED]

Subject: Re: Advisory board proposal

Dear Dr Masri,

I respect your decision and wish you the best of luck in all future endeavors.
If you're interested, I'll be in London on the 29th and 30th of January and I would consider it a privilege to have the chance to meet you in person for a friendly chat. No strings attached of course.
Let me know if this is an option.

Best regards,
Cristián

On Sat, Jan 5, 2019 at 7:55 PM Masri, Mazen [REDACTED] wrote:

Dear Mr. Ortega,

I hope that you have had a lovely time over the holiday and that you had the chance to relax and spend time with your family.

Over the past 10 days I have the chance to look at my plans and responsibilities over the next 2-3 years, and I have realised that I am seriously overstretched. I will be struggling to fulfil existing commitments, and I am in no position to take on more commitments. Even a few days a year will not be possible.

I will therefore have to unfortunately decline your invitation to join the advisory panel.

I am sure that you will not have any difficulty finding experts in this area for your projects and I wish you best of luck.

Warmest regards,

Mazen

Dr Mazen Masri
Senior Lecturer in Law
The City Law School
City, University of London
Northampton Square
London, EC1V 0HB

Tel: [REDACTED]

Email: [REDACTED]

My recent book: [*The Dynamics of Exclusionary Constitutionalism: Israel as a Jewish and Democratic State*](#) (Oxford: Hart Publishing, 2017).

You can access my publications through [SSRN](#) and [Academia.edu](#)

From: Cristián José Ortega Acevedo [REDACTED]
Date: Wednesday, 2 January 2019 at 11:49
To: "Masri, Mazen" [REDACTED]
Subject: Re: Advisory board proposal

Dear Dr Masri,

I hope this e-mail finds you well and you had a great time throughout the holidays.

Following our last conversation, I would like to explore with you the possibility for us to meet, as I will be in London over the next two weeks for meetings with clients.

I recall you mentioned you are finalising your schedule for the first week of January. If your schedule allows it, it would be good to pencil in a meeting in London so I can make the necessary arrangements.

Furthermore, as previously discussed during our conversation, there are a few other projects I would like to discuss with you in person to further explain our different activities and operations in the company, as well as expand on why we find you to be an excellent fit for an advisory position in our frame of work.

I look forward to speaking to you soon and hopefully meeting you.

Best regards,
Cristián

On Sun, Dec 23, 2018 at 7:09 PM Masri, Mazen [REDACTED] wrote:

3PM London time will be convenient.

I am available at [REDACTED]

Thanks.

Mazen

Dr Mazen Masri

Senior Lecturer in Law

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Email:

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From: Cristián José Ortega Acevedo
Date: Saturday, 22 December 2018 at 16:08
To: "Masri, Mazen"
Subject: Re: Advisory board proposal

Dear Dr. Masri,

Of course, I will be happy to discuss.

When would be convenient for you on Monday?

To which number should I call?

Thank you,

Cristián

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Cristián Ortega
Partner, APOL Consulting



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From: "Masri, Mazen" [REDACTED]
Date: Friday, 21 December 2018 at 18:01
To: Cristián José Ortega Acevedo [REDACTED]
Subject: Re: Advisory board proposal

Dear Mr. Ortega,

I have more travel lined up in the next month. It would be easier to have out initial discussion over the phone. Would that be something you are interested in? If so, I am flexible regarding timing. Please let me know.

Best,

MM

Dr Mazen Masri
Senior Lecturer in Law
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Tel: [REDACTED]
Email: [REDACTED]

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From: Cristián José Ortega Acevedo [REDACTED]
Date: Wednesday, 19 December 2018 at 14:34
To: "Masri, Mazen" [REDACTED]
Subject: Re: Advisory board proposal

Dear Dr. Masri,

I trust you had a nice holiday.
I was wondering if you had a chance to go over the details I sent to you.

I would like to re-emphasise that there's room for flexibility with regards to the time commitment that the positions entails.

Looking forward to hearing your thoughts.

Cristián

On Tue, Dec 11, 2018 at 6:41 PM Cristián José Ortega Acevedo

[REDACTED] wrote:

Dear Dr Masri,

Thank you for getting back to me. Let me elaborate further:

APOL Consulting provides advice on large-scale infrastructure projects that address issues of economic, environmental and agricultural development. We aim to foster cooperation between international private firms, local partners and government-led development agencies. Our projects are financed by private funds in exchange for long-term operating contracts.

We use our experience in project management, financing and asset management, as well as our network of business partners and experts, to facilitate projects and form partnerships around the world to provide solutions for our clients. Thus, we also help local communities and authorities address issues such as under-skilled labour, slow processes and budget constraints.

Since an infrastructure is built to last, and its performance relies heavily on local counterparts, political stability is a key component of our risk assessment services.

For example, we recently provided private investors with advice on a project for a 2.3 km bridge replacing the failing Pumarejo Bridge on the Magdalena River in Colombia. As the investor was unfamiliar with the region, our services included a thorough regional political assessment as part of a greater risk assessment file.

Our advisory board members provide focused insights on a case-by-case basis. Specifically, for Middle-East projects, we might ask for your assessment of a political or legal situation, or a regulatory and/or legislative forecast, in order to fully understand the political and/or legal risk for our clients. Furthermore, we might ask you to provide opinions about necessary revisions to regulation in order to facilitate certain projects we may be interested in.

Finally, you may be invited once or twice a year to gala events with our investors and partners.

This position would be tailored to best fit your needs and professional commitments.

I hope this explanation clarifies the scope of our activities and the position. I would be delighted to explain everything further in a meeting that we could pencil in for when you're back in the UK.

Looking forward to hearing back from you,
Cristián

On Sun, Dec 9, 2018 at 9:25 PM Masri, Mazen [REDACTED] wrote:

Dear Mr. Ortega,

I am currently travelling and I will be away for the next couple of weeks. I would prefer to receive more information about the kind of projects you advise on, and the kind of advice you expect from a board member and the time commitment.

Best,

Mazen

Dr Mazen Masri

Senior Lecturer in Law

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Email: [REDACTED]

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From: Cristián José Ortega Acevedo [REDACTED]
Date: Friday, 7 December 2018 at 17:28
To: "Masri, Mazen" [REDACTED]
Subject: Re: Advisory board proposal

Dear Mr. Masri,

My assistant tried reaching you at your office earlier. I was hoping you had a chance to review and consider my offer. Looking forward to hearing your thoughts.

Have a nice weekend,

Cristián Ortega

On Wed, Dec 5, 2018 at 11:22 AM Cristián José Ortega Acevedo [REDACTED] wrote:

Dear Dr Masri,

My name Cristián Ortega, Partner at APOL Consulting, a project management firm based in Zurich, Switzerland. We provide strategic consultancy, management and other PPP related services to clients who are involved in infrastructure projects in Europe, LATAM, and parts of Africa and the Middle-East.

We have observed a growing interest among our clients for the Middle-East and the various legal and ethical aspects that come with conducting business in this rapidly changing part of the world.

We have therefore embarked upon a new initiative to establish an advisory board that will provide our clients with insights on the interplay of law and politics with business activities in the region. As an expert on constitutional law and other civil issues particular to the region, your participation would be highly valued.

It is worth noting, of course, that all our board members benefit from competitive remuneration packages.

I am scheduled to be in London in the coming weeks and was hoping to arrange a meeting to discuss this offer further.

I look forward to hearing back from you.

Regards,

Cristián Ortega

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